

## CHAPTER 3

# TRAINING AND RESEARCH

### 3-1. Introduction

*a.* Establishment and maintenance of an orientation and training program in the NCD are essential to mission accomplishment. A planned, continuous training program assures improved work methods, develops the potential abilities of individuals, and meets the changing needs of the NCD. Training, at a minimum, will include topics identified by the JCAHO and other regulatory agencies. Registered dietitians (RDs); dietetic technicians, registered (DTRs); and certified dietary managers (CDMs) are required to participate in CPE activities to maintain registration. These include

- Seventy-five contact hours per 5-year reporting period for RDs.
- Fifty contact hours per 5-year reporting period for DTRs.
- Forty-five contact hours per 3-year reporting period for CDMs.

*b.* Research plays an important and necessary role in the NCD. Changes in technology, administration, personnel, and resources require constant readjustment and reevaluation of the methods, equipment, and techniques used to accomplish the mission. Army facilities that conduct research have clinical investigation divisions that coordinate research. Clinical investigation divisions provide assistance to ensure that research is conducted properly. The Army dietitian desiring to conduct research should inform the Regional Medical Command (RMC) senior dietitian and the Chief, Dietitian Section of proposed research protocols. Nutrition may play a part in many studies being primarily investigated by members of other departments. This may provide the dietitian with opportunities to be a co-investigator. The Clinical Investigation Division maintains a list of all ongoing studies.

### 3-2. Training

*a. Methods of Training.* The training method will be determined by organizational and individual needs, training objectives, training facilities available, and the number of personnel to be trained. FM 25-101 (Battle Focused Training) contains guidance for training.

*b. U.S. Military Dietetic Internship Consortium.* The Army conducts approved MTF dietetic internship programs at selected MTFs. The program of instruction is planned to meet the overall goals and objectives established by the CADE for accredited internships. Staff dietitians and other MTF personnel provide formal classroom instruction and supervise the dietetic interns in their learning experiences. Upon satisfactory completion of the internship, the interns are qualified to take the registration examination of the Commission on Dietetic Registration and become RDs.

*c. Educational Program for Staff Dietitians and DTRs.* The Chief, NCD is responsible for conducting a planned program for CPE and development of staff dietitians and DTRs. The program

should provide information on recent developments in dietetics and related professions through weekly staff meetings, reading of professional journals, active participation in professional organizations, and short courses at nearby colleges and universities. Dietitians should be encouraged to consult the local Army Education Center for help in planning advanced study for which they may be eligible and qualified.

*d. Military Occupational Specialty Training for Enlisted Personnel.* All TDA NCDs are responsible for a training program for Nutrition Care Specialists that emphasizes career development. The program should include MOS proficiency training (MPT) for soldiers from TOE and reserve component units. The AMEDD Systematic Modular Approach to Realistic Training (ASMA) Manual 10-89-012 provides guidelines for MPT. The Chief, NCD is the liaison for Nutrition Care Specialists and should ensure that NCOs train and document proficiency according to the ASMA manual. The NCOIC, NCD should assist those who are CDMs or DTRs with maintaining their certification.

*e. Training for Military Staff and Civilian Employees.*

(1) *General.* Training programs must be planned and the schedule and procedures for accomplishing training documented. The Chief, NCD may appoint a committee of supervisors to help organize training. This committee may include professional and support personnel, but will be headed by the Chief, NCD. The committee should be familiar with JCAHO training requirements and mission requirements as well as MTF training policies and available resources outside the NCD for accomplishing training.

(2) *Steps in planning training.*

(a) *Identify needs.* The first step is listing needs based on mission requirements (both for individuals and groups) that require training. The list will contain more needs than can be given immediate attention. The training needs are prioritized and resources are allocated as the training budget permits. All training should be evaluated and training programs updated to reflect additions or deletions based on the training's usefulness.

(b) *Establish goals and objectives for each training session.* Goals should be logical and attainable. Establish both long-range and immediate goals to provide a realistic progression of training experiences. A plan must be established for determining when or to what degree goals will be attained. The learners should clearly understand both the goals and the method of evaluation.

(c) *Prepare schedule.* The third step is the scheduling of training. This requires answers to the following questions:

- Who will receive this training?
- Who will do the teaching?
- Where will the classes or training event be conducted?

- How much time will be allotted for each class period or training event, and for the series of classes?

Committee members must carefully consider each question. In deciding who will receive what training, they must look again at persons who need training. Training should not be provided for an entire group if only a small percentage will benefit from it. Time management is critical to ensure that training does take place. Classes should be given more than once to allow all employees to participate.

(d) *Select the trainers.* In deciding who will do the training, planners should strive to bring lowest-level supervisors into the program as teachers. If immediate supervisors cannot provide required training, subject matter experts should be brought in to teach. Both teacher and pupil can learn when these supervisors/teachers are adequately advised, encouraged, and directed by their superiors. Plans should accommodate those personnel who are off-duty at the time of training so that everyone who needs the training receives it.

(e) *Select a training site.* The question of where to conduct classes is a minor problem in most NCDs. Usually the dining room and various work areas are readily available and provide adequate facilities.

(f) *Prepare for the class or training event.* The next step is preparation for teaching and conducting the classes. Consult FM 25-101 for specific methods and techniques designed to ensure successful teaching. One essential step in preparation is developing lesson plans. FM 25-101 contains formats and examples of lesson plans. Visual aids and handouts assist with teaching and promote better understanding of material.

f. *Record of Training.* The Chief, NCD will ensure the maintenance of a training record for all NCD personnel. Instructors will maintain a record of attendance, participation in exercises, and progress for each student. The Chief, NCD should review the records frequently to ensure that training is progressing as expected.

g. *Evaluate Class Effectiveness.* Develop a survey or other evaluation tool to enable participants to provide feedback at the completion of training.

### 3-3. Research

Medical treatment facilities engaged in research generally request other MTFs to help with the research or to evaluate and test findings before completion of the project. Each NCD chief should assess the capabilities of the staff and facilities for assuming these responsibilities. Every staff dietitian is required to stay current with the latest research in order to meet CPE requirements and to continually update skills. The reading, analysis, and application of current professional literature stimulates interest and participation in

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research and experimental studies. The RDs at each MTF should continually look for opportunities to conduct or assist in research projects.